



THE JOINT CHIEFS OF STAFF  
WASHINGTON, D.C. 20301

NOV 7 1974

Lieutenant General Vernon A. Walters, USA  
Deputy Director  
Central Intelligence Agency  
Langley, Virginia 20505

Dear General Walters,

It is a real pleasure to know that you will be able to participate in KAPPA 74, a senior-level politico-military simulation. Your background and experience in national security and politico-military affairs will be most valuable.

Attached is the KAPPA 74 Information Book. Please note especially the administrative instructions relating to arrangements for your arrival and billeting in Hawaii. The initial scenario, issues, problems and questions will be forwarded separately.

The KAPPA Staff and I look forward to welcoming you to what promises to be a stimulating and productive exercise.

Sincerely,

A handwritten signature in cursive script, reading "Lee E. Surut", is positioned above the typed name.

LEE E. SURUT  
Brigadier General, USA  
Chief, Studies, Analysis,  
and Gaming Agency

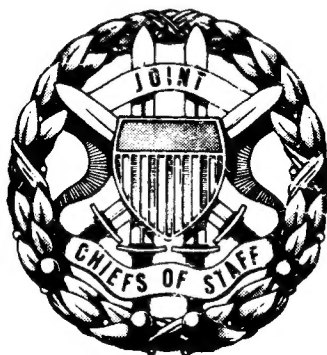
Attachment  
a/s

JCS review(s) completed.

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# **KAPPA 74**

## **INFORMATION BOOK**



### **STUDIES, ANALYSIS, AND GAMING AGENCY**

### **POLITICO-MILITARY DIVISION**

**ORGANIZATION OF THE JOINT CHIEFS OF STAFF**  
**WASHINGTON, D.C., 20301**

**9-13 DECEMBER 1974**

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KAPPA-74

9 DECEMBER - 13 DECEMBER 1974

INFORMATION BOOK

Prepared By

STUDIES, ANALYSIS, AND GAMING AGENCY  
ORGANIZATION OF THE JOINT CHIEFS OF STAFF  
WASHINGTON, D.C. 20301

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FOREWORD

KAPPA-74, a conference, will be conducted at CINCPAC Headquarters, Camp H. M. Smith, Honolulu, Hawaii during the period 9 December - 13 December 1974.

Preparations for the conference are being directed by Brigadier General Lee E. Surut, USA, Chief, Studies, Analysis, and Gaming Agency; and supervised by Colonel Charles A. Webster, USMC, Chief, Politico-Military Division (PMD).

The materials contained in this document do not necessarily represent the views of the Joint Chiefs of Staff; the Studies, Analysis, and Gaming Agency; or any other Government agency.



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INTRODUCTION

1. General.

a. Politico-military simulations are manual exercises in which teams, representing the national command authorities of designated nations, meet and discuss hypothetical crisis situations presented in scenarios.

b. The Politico-Military Division of the Studies, Analysis, and Gaming Agency, Organization of the Joint Chiefs of Staff, is responsible for the preparation, conduct, analysis, and reporting of interagency, politico-military simulations. These simulations are sponsored by the Chairman, Joint Chiefs of Staff.

c. Extensive research is conducted in preparation for each simulation -- both in Washington and in the field. Officials are interviewed for ideas and suggestions to be used in preparing scenarios and for identification of major issues and problems facing the United States in the region under consideration.

2. Objectives.

a. The basic purpose of politico-military simulations is to provide a forum wherein key officials concerned with international security affairs can openly and candidly exchange ideas; examine controversial programs, objectives, and policies; and surface new approaches to the resolution of anticipated future problems. The intent of politico-military simulations is to alert, inform, and educate decisionmakers through the collective analysis of ideas, concepts, and selected aspects of national security policy.

b. Politico-military simulations are not intended to be predictive -- at least not in the aggregate sense. For example, some simulations may involve overt aggression

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of a type that stretches the imagination. This is not intended to suggest that such aggression is likely to occur under the conditions depicted or, if it did occur, that the particular strategies employed by the adversary, or other countries involved, are most probable or likely. The simulations have a broad context -- in effect, a set of initial assumptions which may range from a low probability situation to a crisis this nation could be expected to face. From this initial position, events originating during the simulation result from the interaction of team and control players.

3. Organization.

a. Participants are assigned to teams representing the nations directly involved and a Control Group representing other nations, international organizations, and other influencing factors. At a pre-simulation briefing, all team members are briefed on the background situation and on functional procedures.

b. The point of departure for each simulation is an initial scenario prepared specifically for each participating team. These scenarios outline hypothetical situations requiring teams to make decisions and to re-evaluate US policy within crisis situations set as far in the future as possible so as to allow players freedom of action with respect to today's policy. They are intended to be plausible and challenging, thereby stimulating discussion among the participants.

c. When the simulation starts and teams meet, time is stopped. Team discussions lead to preparation of a written message to Control which outlines the team's appraisal of the situation and its response to the events depicted in terms of strategy to be employed, specific actions to be taken, and contingencies identified in anticipation of the opposition's moves.

d. The Control Group assesses each team message and prepares a scenario projection outlining a new



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situation which may occur a few days, a week, month, or years later, and which will require the teams to reassess the situation and undertake appropriate actions.

e. Control has wide latitude in shaping developments, but attempts to advance the situation consistent with the actions and philosophies of the playing teams. While the initial scenario attempts to portray a sufficiently serious crisis to get the simulation moving, additional Control inputs may be necessary to get conservative teams off "dead center" or to examine other thought provoking ideas in subsequent moves.

f. Based on Control's scenario projection, the teams meet again to determine their next set of actions. This process is repeated for each of three moves.

4. Critique. Every simulation is concluded with a critique which provides an opportunity for participants to exchange opinions, comment on relevant hypothetical events, and discuss related "real-life" questions.

5. Reporting. Following the simulation, a Final Report and a film briefing are prepared to serve as the basis for follow-up studies and actions. They may be useful for analysis of contingency plans or helpful in pointing up intelligence and other program requirements for interested military and civilian departments, agencies, and commands.

6. Functions of Participants.

a. Control Group.

(1) The Conference Director heads the Control Group. He is responsible for overall direction of the exercise and for moderating the critique.

(2) Every member of Control has the important task of contributing ideas, but the Director makes

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the final decision. He relies on the Project Staff Representative (PSR) for advice in keeping discussions on schedule and in steering deliberations through the consideration of political, military, economic, psychological, and other factors appropriate to the simulation.

(3) The mission of the Control Group is to ensure that the simulation proceeds in a logical, orderly manner, and that its objectives are achieved. Control is specifically required to:

(a) Answer any substantive questions which may arise during the team meetings.

(b) Decide on the outcome of opposing team actions.

(c) Determine and make known the relevant actions or reactions of countries not represented by a team, international organizations, and other influences appropriate to scenario events.

(d) Decide how far to "move the calendar ahead" for the next period of team deliberations, and prepare the appropriate scenario projections describing intervening events.

b. Player Teams.

(1) Team Captains. A Captain is designated for each team. They serve as moderators or discussion leaders and are responsible for guiding their teams in the development of logical courses of action within established time limits. They also bear ultimate responsibility for team messages to Control.

(2) Team Members. Participants are assigned to the particular team (or Control) where their expertise is needed. An effort is made to balance the teams equally

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between military and civilian participants, and insofar as possible, to give representation to differing points of view on each team. In some simulations, certain participants are requested to function as members of a team faction. In this capacity, they serve in a dual role, i.e., as team members-at-large and as team members obligated to consider the particular views of a specific body or organization. As an example, several participants may constitute a NATO, SEATO, or UN faction within a US team and be charged with expressing the anticipated desires or reactions of that organization during team deliberations.

c. Project Staff Representatives. PSRs, who are Politico-Military Division Staff officers, are assigned to each team and the Control Group, and are full-fledged participants. Their special responsibilities are to brief the teams on administrative and procedural matters, serve as liaison officers between teams and Control, rule on technical points, and obtain Control guidance. Team PSRs advise Team Captains on such matters as the agenda for team meetings and the format for team messages. They also serve as intermediaries between the PMD Administrative Staff and the teams. The Control Group PSR is responsible for assisting the Conference Director in guiding Control Group discussions, assuring thorough consideration of team messages, and assisting the Director in preparation of scenario projections.

ADMINISTRATIVE  
INSTRUCTIONS

ADMINISTRATIVE INSTRUCTIONS

DATE AND TIME

(U) KAPPA 74 will commence at 1400 hours on 9 December 1974. The simulation will last for five consecutive days and terminate at 1600 hours on 13 December 1974.

LOCATION

(U) The conference will be conducted at the CINCPAC Headquarters Building, Camp H. M. Smith, Honolulu, Hawaii.

ARRIVAL/CHECK-IN

(U) Participants will be met on arrival by a member of CINCPAC Protocol Office. Participants are requested to provide CINCPAC the following information by 11 November 1974:

- a. Party composition.
- b. Billeting requirements.
- c. Expected arrival/departure flight information.
- d. Additional requirements/desires.

ASSEMBLY

(U) KAPPA participants are requested to assemble in the CINCPAC Flag Mess, CINCPAC Headquarters Building by 1330 hours, 9 December 1974. Pre-conference briefing will be held at 1400 hours in the Command Center Conference Room.

TRANSPORTATION

(U) Administrative Motor Vehicle (AMV) support will be provided on a scheduled and on-call basis by CINCPAC Headquarters.

#### TRAVEL ORDERS

(U) Participant's travel orders should be prepared to read, "Utilization of existing Government facilities would adversely affect the performance of the assigned mission." This will permit participants maximum flexibility in billeting arrangements.

#### SECURITY REQUIREMENTS

(U) The title KAPPA 74, when standing alone, is UNCLASSIFIED. The subject, purpose, and scope of the conference is to be treated at the TOP SECRET level.

(U) Access to the KAPPA 74 conference spaces in CINCPAC Headquarters will be strictly controlled. Entry demands a final TOP SECRET clearance, based on a Background Investigation (BI). Accordingly, each participant and any accompanying assistants are asked to have their agency security officer forward a certification of clearance. As a minimum, certificate must include the participant's name, social security number, date that the TOP SECRET clearance was granted, agency granting clearance, date of last BI, file number and conducting agency. Certificates should be sent by 1 December 1974 to CINCPAC Headquarters, ATTN: J0423-KAPPA 74, FPO San Francisco 96610, with information copy to Security Division, Organization of the Joint Chiefs of Staff, ATTN: KAPPA 74, Room 1E841, The Pentagon, Washington, D.C. 20301.

#### FACILITIES AT CAMP SMITH

(U) Messing. Eating facilities are available at Camp Smith which include the Flag/General Officers' Mess, Marine Officers' Club, and Exchange Snack Bar.

(U) Medical. There is complete medical care available on a 24-hour basis within Hawaii. The Tripler Army Medical Center has all specialties and can provide total care. The US Air Force Clinic, Hickam Air Force Base, and the Naval Regional Medical Clinic, Pearl Harbor, will be prepared to treat and evacuate patients to Tripler Army Medical Center. Ambulance service will be available on a 24-hour basis. A physician will be on duty at Camp H. M. Smith at all times during KAPPA 74.

(U) Small Item Purchase. Small purchase items such as soap, toothpaste, razor blades, etc., are available in the Marine Corps Exchange located on the second floor of CINCPAC Headquarters building.

(U) Laundry. Laundry and dry cleaning facilities are available in the same area.

#### DRESS REQUIREMENTS

(U) Informal civilian attire: sport coats, open shirt, slacks or suits, will be appropriate for all phases of the conference including social events.

#### SOCIAL ACTIVITIES

(U) 9 December (Monday) 1900-2100 hours: Welcoming cocktail/buffet given by ADM and Mrs. Noel Gayler at their home. Dress: Aloha/sport shirt.

(U) 12 December (Thursday) 1900-2100 hours: Dinner in honor of Senior participants given on behalf of the Chairman of the Joint Chiefs of Staff at ADM Gayler's home. Dress: Aloha/sport shirt.

#### RECOGNITION OF KAPPA PARTICIPANTS

(U) KAPPA participants will be issued a lapel pin for identification which should be worn at all times to permit access into classified conference areas. In addition, each individual team member will be issued a distinctive name tag, color keyed to team assignment.

#### COMMUNICATIONS

(U) Total communication service is available at CINCPAC Headquarters, including secure and non-secure systems.

a. To call CINCPAC Headquarters:

(1) Commercial: 488-5344

(2) AUTOVON: 421-0190, 421-0212

When the CINCPAC Duty Officer answers, the caller should ask for the individual as a KAPPA 74 participant. The KAPPA Administrative Office will be notified and the individual being called will be located and return the call.

b. To call Washington from the conference area: Commercial/Military: Dial 477-6601/6961 and ask the Duty Officer for the National Military Command Center (NMCC) and the party desired.

c. For secure voice calls: Contact the KAPPA 74 Administrative Office via AUTOVON and requested party will return the call.

d. For General Record Message dispatches: Address to CINCPAC (RUHQHQA) with the first line of text reading: CINCPAC NOT ADDEE PASS TO (Individual Name), KAPPA 74 FOR ACTION.

e. For Private or Special Intelligence Record Message dispatches: Address to SSO CINCPAC, KAPPA 74 FOR ACTION.

f. Any special communication requirements should be addressed to CINCPAC ATTN: J62, prior to 1 December 1974.

#### POINTS OF CONTACT

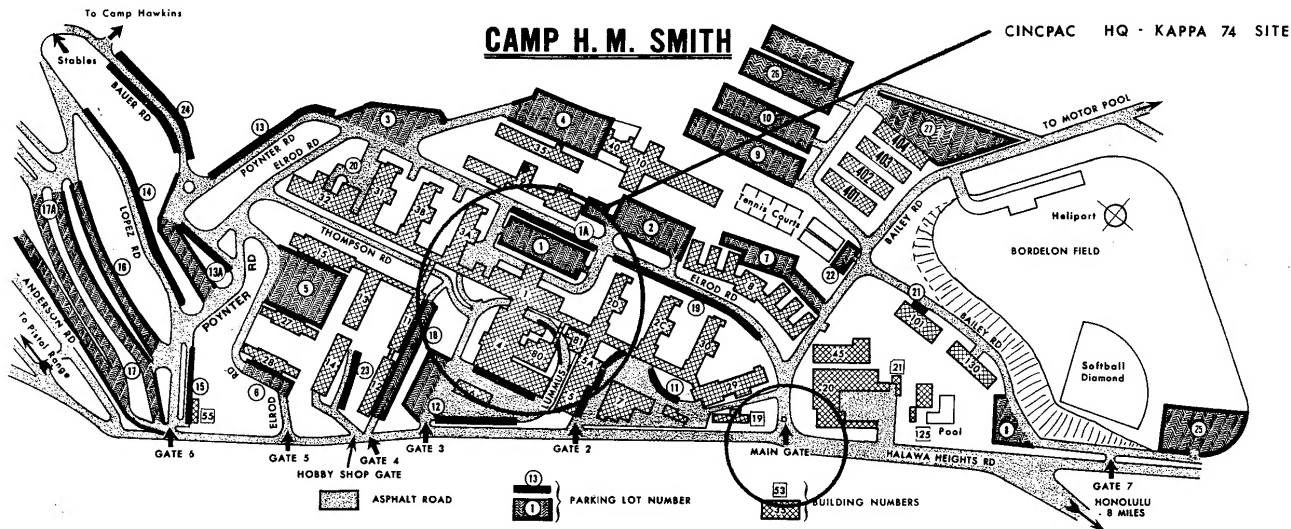
(U) If there are questions regarding any aspect of the conference, contact either LTC Joel Snyder, USAF, or LTC Vernon Sones, USA, at OX-57683/53705/79892 or AUTOVON 22-79860 or 22-57683. CINCPAC administrative point of contact is MAJ James Gleason, AUTOVON 430-0111, 477-6831/6254.

#### CAMP SMITH MAP AND LAYOUT

(U) Attachments 1 and 2.







Parking Lot #1 All 0-6's GS-15 thru 18 & as designated  
 Parking Lot #1A All 0-4's & 0-5's GS-12 & 13  
 Parking Lot #2 All 0-6's GS-15 thru 18 & as designated  
 Parking Lot #3 E-6 & above GS-5&6 BEQ Residents & as designated  
 Parking Lot #3A CO & XO Camp H. M. Smith  
 Parking Lot #3B All 0-4's & 0-5's  
 Parking Lot #4 All Officers GS-7 thru 18 & as designated  
 Parking Lot #5 Car Pool Vehicles & as designated  
 Parking Lot #6 Open Parking  
 Parking Lot #7 All 0-4's & 0-5's GS-12 thru 14  
 Parking Lot #8 Open Parking & as designated  
 Parking Lot #9 All Officers SNCO's Women Marines GS-5 thru 12 except as specified  
 Parking Lot #10 Open Parking  
 Parking Lot #11 All Officers SNCO's GS-5 thru 18 & as designated  
 Parking Lot #12 All 0-5's GS-13 & 14 as designated  
 Parking Lot #13 All Officers & GS-7 thru 18  
 Parking Lot #13A Open Parking  
 Parking Lot #14 Open Parking  
 Parking Lot #15 Open Parking  
 Parking Lot #15A Open Parking  
 Parking Lot #16 Open Parking  
 Parking Lot #17 Open Parking  
 Parking Lot #17A Open Parking  
 Parking Lot #18 All 0-5's & 0-6's as designated  
 Parking Lot #19 All 0-5's GS-13 & 14  
 Parking Lot #20 Dependents Sickcall & as designated  
 Parking Lot #21 Open Parking  
 Parking Lot #22 Open Parking for Compact Cars Only  
 Parking Lot #23 Open Parking & as designated  
 Parking Lot #24 Open Parking  
 Parking Lot #25 Open Parking for SNCO's & as designated  
 Parking Lot #26 Open Parking  
 Parking Lot #27 EM Club  
 Supply Compound As Designated

Building #1 Commander-in-Chief Pacific  
 Commanding General FMFPac  
 Building #3A G-1 Section  
 Building #1 G-2 Section  
 Building #20 G-3 Section  
 Building #1 G-4 Section  
 Building #1 Adjutant Section  
 Building #2C J-3 Section  
 Force Comptroller  
 J-5 Section  
 Building #2D Force Communication Section  
 Force Engineer Section  
 Force Motor Transport  
 Force Ordnance Section  
 Force Supply Section  
 Post Office  
 J-4 Section  
 Commanding Officer H&S Bn  
 Bn S-1  
 Post Exchange Office  
 Bn S-4  
 Building #3B J-2 Section  
 Building #4 CINCPAC Command Center  
 J042  
 Post Exchange & Bank of Hawaii  
 Barber Shop & Snack Bar  
 Tailor Shop & Camp Theater  
 Bowling Alley  
 Camp Mess Hall

Building #5 Data Processing Instl.  
 Reproduction Section  
 Pacom Map Data Center  
 Building #6 Service Station & Toyland  
 Building #7 Maintenance Shops  
 Building #8 Service Company Camp Service Company H&S Bn  
 Building #9 Woman Marine Company & Library  
 Building #10 Bachelor Officers Quarters  
 Building #11 J046-J73-J44-J41  
 Building #12 J6-J71-J044-SacXRay  
 Building #14 Special Services & Auto Hobby Shop  
 Building #15 Camp Chapel  
 Building #19 PMO-Pass & ID-Guardhouse  
 Building #20 Supply & Disbursing  
 Building #27 Bn S-3  
 Building #28 CINCPAC Barracks  
 Building #29 Force Management Engr Section  
 Criminal Investigation Section  
 Headquarters Company H&S Bn  
 Building #30 Staff NCO Quarters  
 Building #31 Force Legal-Force Medical  
 Building #32 H&S Bn Medical & Dental  
 Department of Defense  
 Building #35 Pacific Missile Range  
 Commissioned Officers Club  
 Building #40 Enlisted Men's Club  
 Building #45 HAM Radio Station  
 Building #55 CINCPAC Command Center  
 Building #101 Camp Gymnasium  
 Building #125 Swimming Pool  
 Building #130 Weight Room  
 Building #401 Enlisted Men's Barracks  
 Building #402  
 Building #403  
 Building #404

Approved For Release 2003/11/05 : CIA-RDP80R01731R002400190028-0

SCHEDULE

Approved For Release 2003/11/05 : CIA-RDP80R01731R002400190028-0

## KAPPA 74 CALENDAR

9-13 DECEMBER 1974

MON	TUES	WED	THURS	FRI
9	10	11	12	13
	<u>1ST TEAM MEETING</u>	<u>1ST CONTROL PROJECTION</u>	<u>2ND CONTROL MEETING</u>	<u>3RD TEAM MEETING</u>
	0800-1200	0800-1200	0800-1200	0800-1200
<u>PRE-CONF. BRIEFING</u>	<u>1ST CONTROL MEETING</u>	<u>2ND TEAM MEETING</u>	<u>2ND CONTROL PROJECTION</u>	<u>3RD CONTROL MEETING</u>
1400-1600	1300-1700	1300-1700	1300-1700	1200-1300
				<u>CRITIQUE</u>
				1400-1600

SUMMARY OF SENIOR PARTICIPATION

9 DEC	. . . . .	1400-1600
10 DEC	. . . . .	0800-1200
	. . . . .	1300-1700*
11 DEC	. . . . .	1300-1700
12 DEC	. . . . .	0800-1200*
13 DEC	. . . . .	0800-1200
	. . . . .	1200-1300*
	. . . . .	1400-1600

\*CONTROL TEAM MEMBERS ONLY.

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